

# *Workforce Needs for the Agriculture Industry in Kansas*

## **Final Report**

### **Prepared for**

Kansas Department of Agriculture  
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### Conducted by

The Agricultural Land Use Survey Center (ALUSC)  
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## **Purpose**

Lack of a skilled agriculture workforce is a top inhibitor of growth and expansion for many Kansas agriculture entities. To help support growth in agriculture, the Kansas Department of Agriculture (KDA) seeks to help the industry better understand workforce needs among agricultural employers in the state. In an effort to link the supply of human capital to the needs of Kansas agribusiness enterprises, KDA conducted the first Kansas Agriculture Workforce Needs Assessment Survey in 2016. The survey will help KDA to identify the number and types of jobs and specific skills required for those jobs in agriculture.

## **Outline**

This report provides the findings of the research study and an analysis of the data reflecting the current and future demand for workers in Kansas' agribusiness sector. This report is organized into four main sections. Section 1 provides an introduction to the study followed by Section 2 which explains the economic significance of the agribusiness sector in Kansas. Section 3 details the results of the survey and concludes with Section 4 which states the implications and recommendations.

## **Section 1: Introduction to the Study**

The Kansas Department of Agriculture, in conjunction with the Agricultural Land Use Survey Center (ALUSC) of Kansas State University, conducted the first Agriculture Workforce Needs Assessment Survey to determine the needs of the agriculture industry in an effort to gather information about the industry's current and future workforce needs and the types of skills required to support economic growth in the state. The objective of this research is to determine the workforce needs of the agriculture industry in Kansas. As part of those efforts, this report summarizes the findings of the study conducted by the ALUSC for KDA regarding the workforce needs of the agriculture industry and includes the results from the survey administered to agribusiness stakeholders. The survey allowed participants the opportunity to identify their current and future workforce needs, potential training opportunities for employees, and improvements desired in the skill sets of the current supply of labor. Specifically, this report attempts to answer two key questions and provide recommendations based on the responses to those questions as follows:

- What is the likely source of future employment demand from the agriculture industry for workers?
- What programs and strategies can be developed within KDA to respond to the needs of the agriculture sector so that the knowledge and skills acquired by potential employees match future employment opportunities?

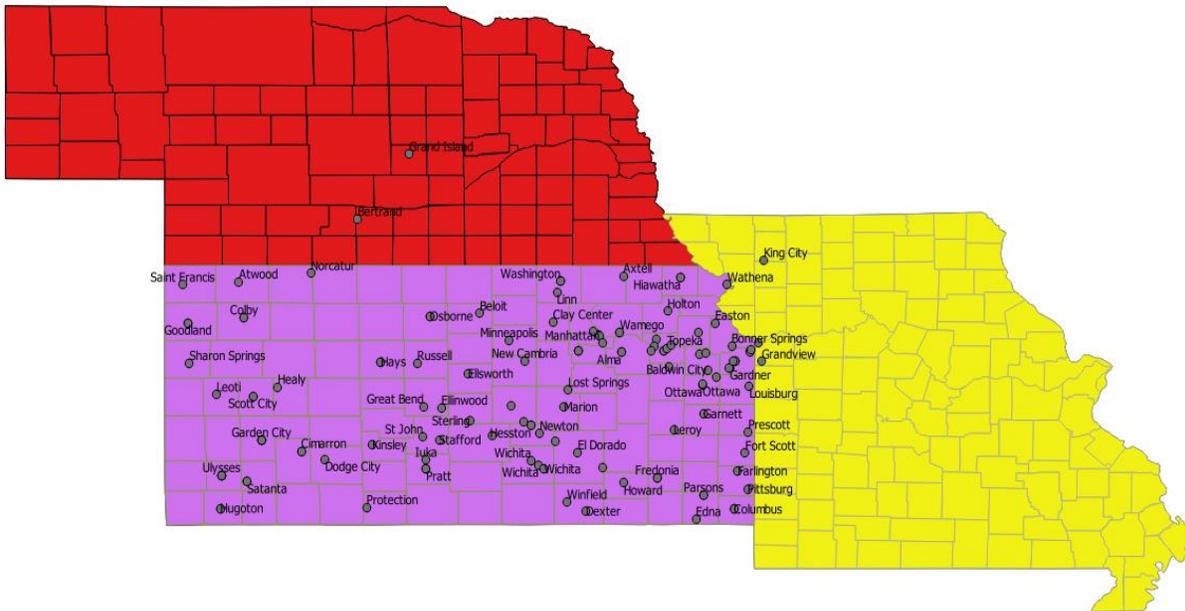
## Methodology

### Survey Participants

The Kansas Department of Agriculture provided the ALUSC with a database of all licensed agriculture businesses in Kansas, and 4,362 postcards were mailed to these businesses requesting their participation in the online workforce survey. Postcards were also distributed to participants at multiple meetings around the state. All participants were provided the option of completing the survey electronically or using a hard copy questionnaire. The estimated time to complete the survey was 20 minutes. By the survey closure date, 250 surveys were completed. The response rate is, in part, a reflection of the typically lower rates for blanket mail surveys.

The survey was constructed to gather information about the agriculture industry's current and future workforce needs and the types of skills required to support economic growth in the state. The survey was offered to all agribusinesses, manufacturers and producers of agricultural products in Kansas. The survey was open from Dec. 1, 2015, to Feb. 29, 2016, and recorded 250 responses from across the state. Figure 1 shows the geographic dispersion of the responses.<sup>1</sup> This map shows that most areas of the state are represented by the survey respondents. Two respondents are located in Nebraska, and one is in Missouri. There is a small pocket of counties in the northwest/north central area that are not represented.

**Figure 1. Map of Respondents**



<sup>1</sup> The final table in the Appendix shows the number of responses from each community.

## **Survey Limitations**

Bias is possible in any type of survey. Bias refers to the tendency of a survey sample statistic to systematically overestimate or underestimate a population parameter. In this case, do the survey responses received accurately represent the need of the agribusiness industry in Kansas as a whole?

The procedure used to conduct this survey was designed to limit systemic biases in the results. A poor measurement process can lead to response bias, which is not an issue in this survey. Selection bias often occurs when the survey sample does not accurately represent the population. Three types of selection bias are undercoverage, nonresponse and voluntary response. Nonresponse bias results when respondents differ in meaningful ways from nonrespondents. This is a common problem with mail surveys. Response rate is often low, making mail surveys vulnerable to nonresponse bias. Given that the survey cards were distributed both through the mail and in person, the survey has tried to mitigate this type of bias. The results of the agribusiness employer survey should serve as a useful tool to validate economic estimates for the future workforce needs of the agribusiness industry in Kansas. However, it is important to note that the survey respondents represent a small portion of all of the agribusinesses operating in Kansas.

## **Section 2: The Economic Significance of the Agribusiness Industry in Kansas**

Agriculture and the businesses that add value to the raw materials used or produced by farmers continue to be a key part of the Kansas and national economies. The employment of people in the agriculture industry continues to support the economies of both Kansas and the U.S., and the growth of this industry is a key component to growing and strengthening the economy of the state.

To evaluate the total contribution of agriculture to the state's economy, the direct, indirect and induced effects must be added together. Direct effects capture the contribution from agricultural and food products. The primary sector of the agribusiness industry in Kansas includes traditional crop farming, cattle ranching, animal slaughtering and farm machinery/equipment manufacturing.

Indirect effects capture the economic benefit from farms and agricultural businesses purchasing inputs from supporting industries within the state. Businesses that depend on agricultural output to support their activities are included in the indirect economic impact of the agriculture industry on the state's economy.

Induced effects or ripple effects capture the impact of expenditures by employees of farms, agricultural businesses and supporting industries on goods and services within the state. As income increases in agriculture, expenditures on goods and services produced by other sectors also increase, stimulating the overall level of economic activity. Including these induced effects provides a more accurate analysis of the overall contribution of agriculture to the economy.

KDA analyzed 66 industries in the primary sector of agriculture to determine their contribution to the Kansas economy. Using the most recent IMPLAN (Impact Analysis for Planning) data available (2013) adjusted for 2015, KDA found that the agriculture, food and food processing sector has a total direct output of approximately \$46.2 billion and supports 126,652.4 jobs in Kansas (Table 1).<sup>2</sup> Overall, these industries support 229,934.1 jobs, or 12% of the entire workforce in the state of Kansas. They provide a total economic contribution of approximately \$62.8 billion, roughly 43% of Gross Regional Product (GRP).<sup>3</sup>

Another metric used to calculate the importance of sectors in an economy is their value added as a percentage of GRP. Value added is the summation of labor income, indirect business taxes, and other property type income. Total value added by the 66 agriculture, food and food processing industries is approximately \$20.6 billion, or 14% of the GRP. This indicates that personal income, business income and taxes generated by these sectors account for 14% of the total economy. Output is defined as the sum of intermediate inputs and value added. Table 1 shows that the output from the agriculture, food and food processing sector accounts for 43% of the GRP in Kansas.

Table 2 summarizes the employment levels and output levels of different segments of the agriculture sector. Employment represents the number of jobs from each industry, and output represents the amount each industry contributed to the Kansas economy.

It is evident that the agriculture, food and food processing sectors play a significant role in the Kansas economy. With almost 12,000 employees, the survey respondents represent a good portion of these industries. However, a direct comparison of the survey sample and respondents to the IMPLAN analysis is not possible. The companies in the survey sample are classified according to their licensure with KDA. These classifications do not clearly match with the IMPLAN or NAICS (North American Industry Classification System) categories. Due to these data limitations, a direct comparison of the survey sample to the IMPLAN analysis is not included in this report.

### **Section 3: Survey Results**

As shown in Figure 1, the survey respondents were geographically dispersed across the state. This dispersion gives a reasonable level of confidence in the information gathered and that the respondents' opinions are representative of the agribusiness industry as a whole in Kansas. As stated, the survey was open from Dec. 1, 2015, to Feb. 29, 2016, and 250 total responses were received from across the state. Survey respondents employed 11,828 full-time workers, 550 part-time workers, and 838 seasonal/temporary workers. On average, the respondents considered about 39 hours a week to be full-time. Tables for the survey results are included in the Appendix.

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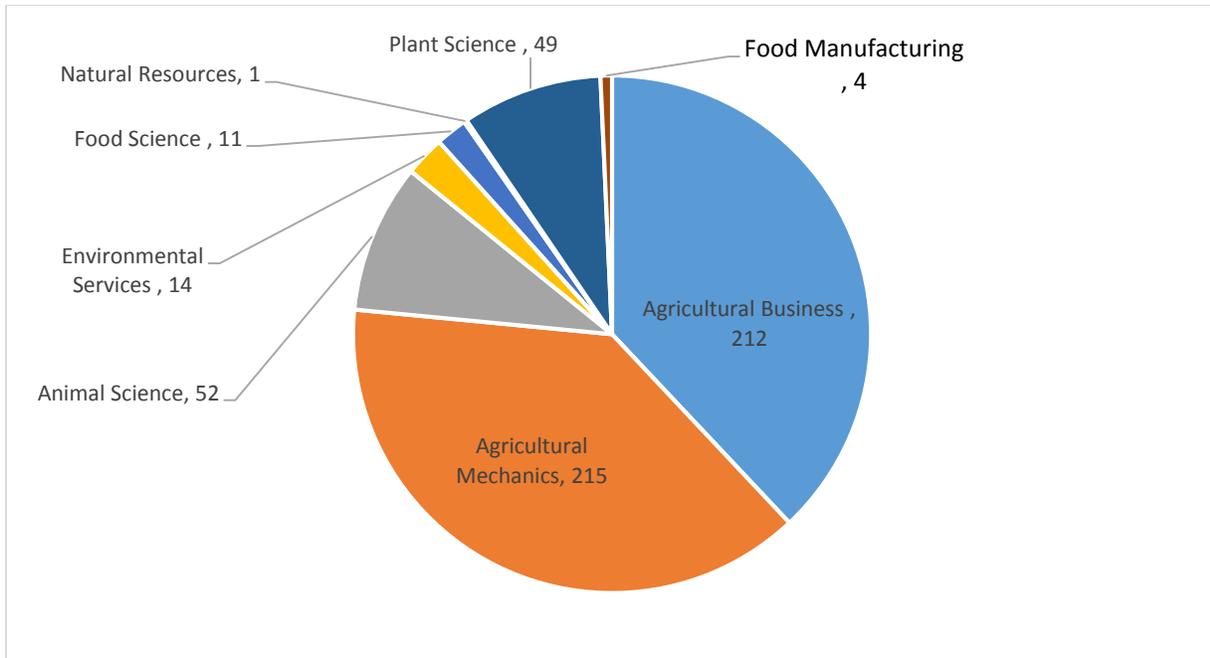
<sup>2</sup> The analysis of the economic impact of the agriculture sector to the Kansas economy is provided by the Kansas Department of Agriculture.

<sup>3</sup> GRP = final demand of households + government expenditures + capital + exports - imports - institutional sales.

## Current Vacancies

The final results show that 36% of the respondents have vacancies, for a total of 558 openings in 71 specific careers in agriculture. These vacancies indicate a 9% potential increase in agribusiness positions. Of these vacancies, about 36% are considered entry-level positions, requiring no advanced degree (Farm/Elevator/Carpenter/Laborer). Figure 2 shows the breakdown of vacancies by the major industry categories. Over half of the openings are in agriculture mechanics, agriculture business and animal science.

**Figure 2. Total Current Vacancies by Category**



## Expansion, Downsizing and Remaining Stable

When asked about plans for the size of the business in the future, almost 44% of respondents said they plan to expand in the next three years. Roughly 54% of respondents plan to remain stable, and only 3% plan to downsize their operation. Of those planning to expand, almost 80% plan to do so within the next two years. Their primary reasons for expanding were to increase market share in their current market, to enter new markets and to meet current demand (Figure 3).

**Figure 3. Reasons for Expanding Workforce**

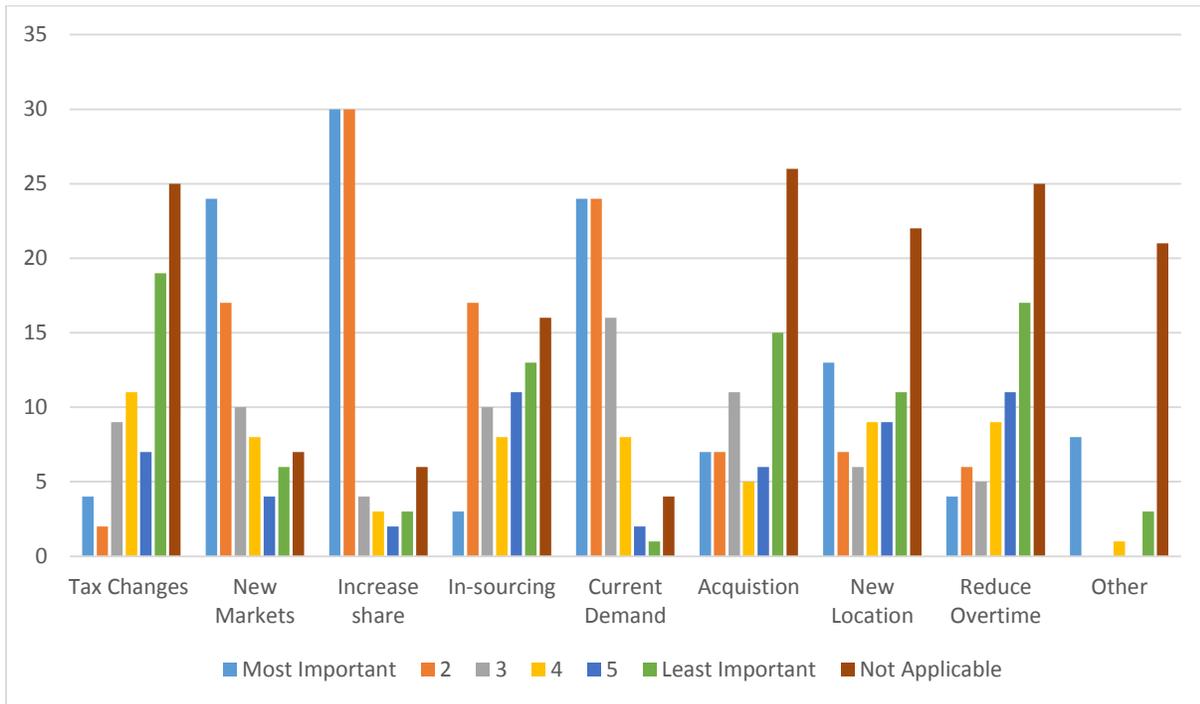
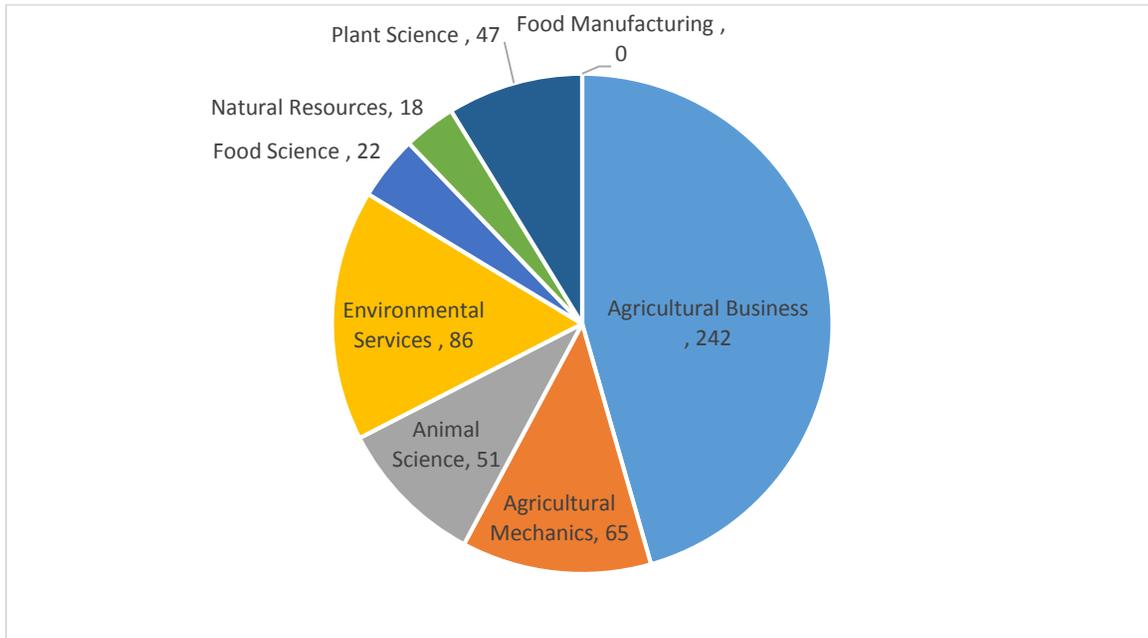


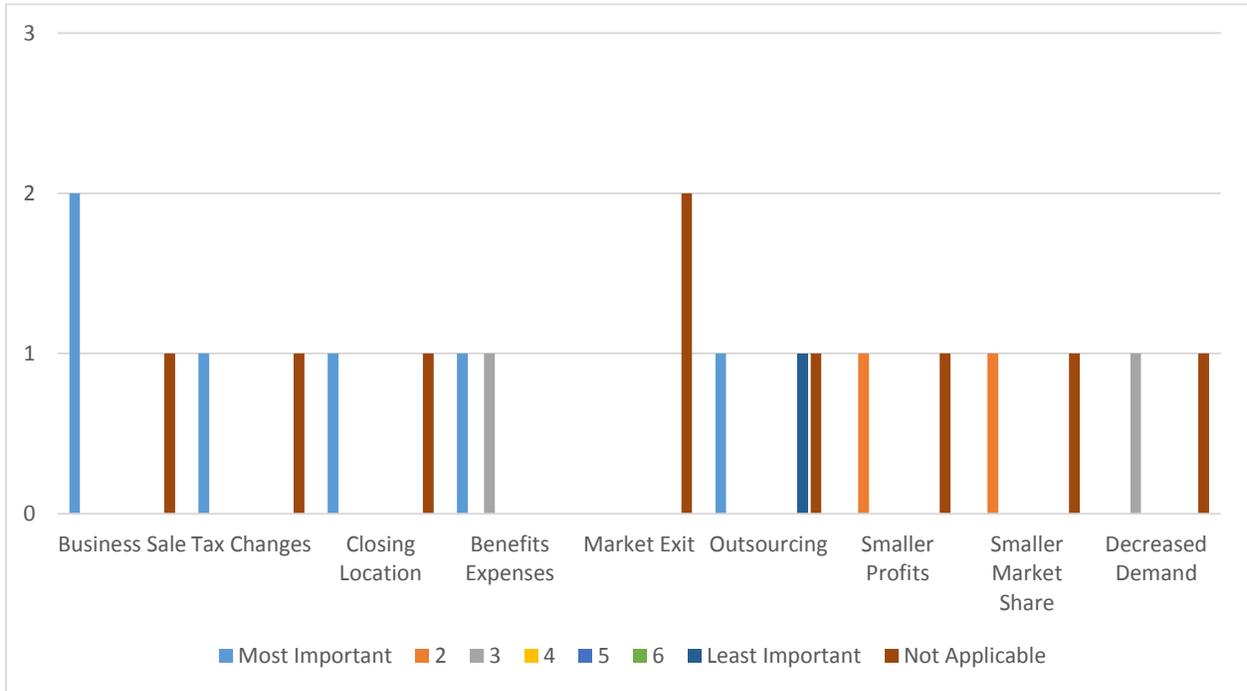
Figure 4 shows most vacancies created through expansion are in the agriculture business and environmental services categories. Agriculture mechanics and animal science areas each show more than 150 vacant positions. Plant science, natural resources and food science had over 140 vacant positions each. The only area where positions were not being added was the food manufacturing category. About 24% of these new positions are entry-level positions requiring no advanced degree. These numbers are the actual counts from the survey respondents. These should be indicative of trends occurring for the agribusiness industry as a whole in Kansas.

**Figure 4. Total Expansions by Category**



Of the businesses planning to downsize, about 67% plan to do so within the next 12 months. The primary reason for downsizing was selling the business (Figure 5). Tax changes, closing a location, benefits expenses and outsourcing were also indicated as important reasons for reducing their workforce. Only three of the five businesses that indicated they were downsizing responded to the rationale question. These samples are small, therefore they may not be indicative of the trends occurring in the State.

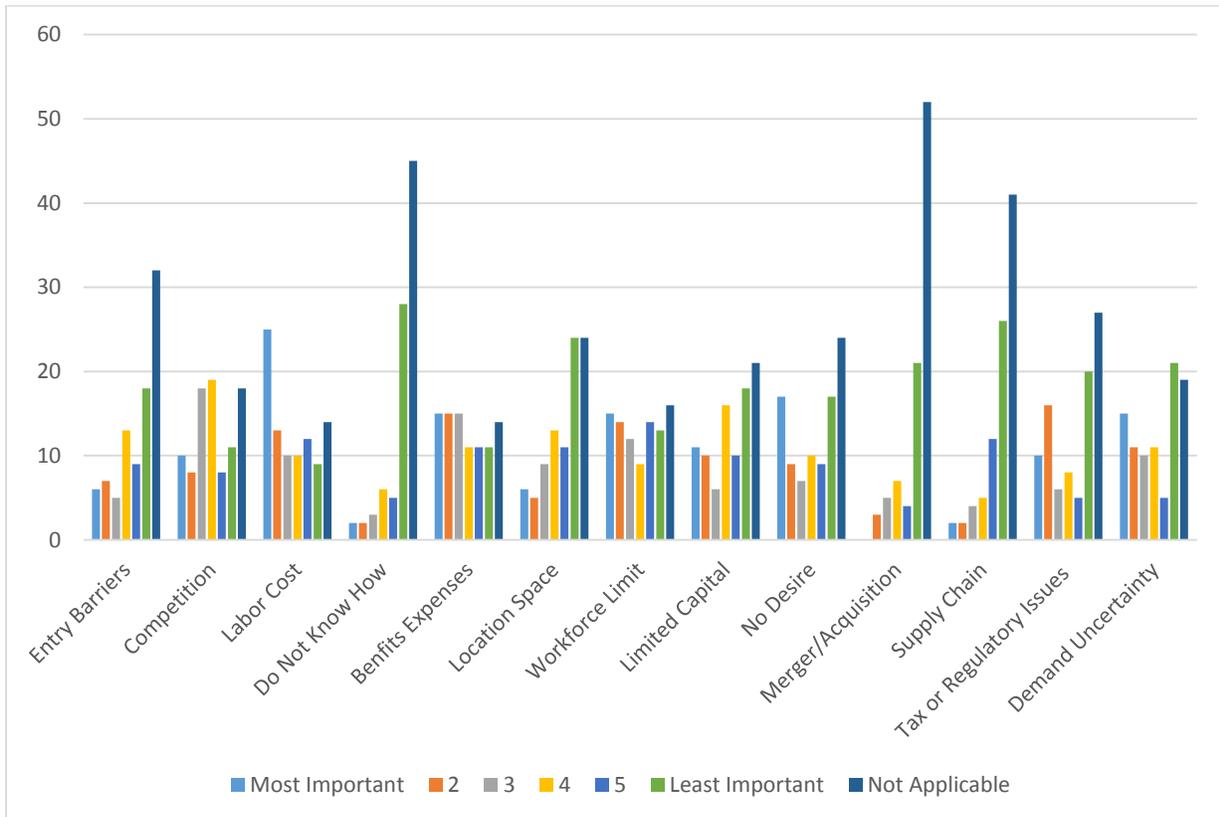
**Figure 5. Reasons for Reducing Workforce**



The only category affected by downsizing is the agriculture business category; it will lose three positions. The other seven categories show no loss of positions. This is not surprising given the few respondents who indicated they would be downsizing. Again, these are very small samples, so they may not be indicative of trends across the state.

Table 3 shows the dispersion of the responses to the question of constraints on expansion. The high percentages in the “not applicable” column indicate the constraints listed are possibly missing the mark. It is important to examine the responses to the “Other” option. Out of 103 respondents, 54% indicated their business would remain stable. The primary constraint to expansion was labor cost (Figure 6). Other constraints were the lack of a desire to expand and the lack of skilled workers.

**Figure 6. Constraints on Expansion**



### Applicants and Training

In general, most respondents said applicants meet the necessary requirements and basic skills for vacant positions. However, applicants are not fulfilling the “hard” and “soft” skills required for vacant positions. Background checks and drug testing do not appear to be major problems for respondents to fill positions.

Written communication and applied mathematics were the main basic skills that applicants lacked. However, many respondents completed the “Other” category with communication issues that were listed in the “soft” skills lacking. Motivation, time-management and dependability were the top three “soft” skills lacking. Critical/analytical thinking and basic communication/writing were the main “hard” skills lacking in applicants. The crossover of communication options within the basic “hard” and “soft” skill areas creates a problem for respondents. The overall responses from all of these categories indicate that communication skills are a major shortfall in applicants. In the future, the communication options need to be reorganized within the basic skill set.

Over 80% of respondents provide training opportunities for their employees. The top three training opportunities are in-house, employee self-directed and commercial training provider. Over 66% of respondents indicated they would be interested in working with local education providers to set up a training program for employees. Fifty-two percent of

employers offer internships or job shadowing, primarily at the community college and university level. Over 60% of respondents indicated that they would like to offer internships or job shadowing.

Nearly 60% of employers give preference to applicants with additional certifications. The top two certifications employers preferred were Commercial Driver's License (CDL) and Pesticide Applicator License. Several respondents listed other certifications that were not in the provided options.

### **Advertising Media Used for Career Opportunities**

Networking/word of mouth was easily the most useful form of advertising media for career opportunities, according to survey respondents. Non-specific Web avenues, the internet and social media, were the second most useful methods of advertising. The top three newspapers and Web sites that respondents indicated using are shown in Table 4. More respondents listed paper advertising than listed electronic advertising avenues.

**KANSASWORKS** was mentioned twice in the "other" comments. The Kansas Department of Commerce Workforce Services Division/**KANSASWORKS** Workforce System links businesses, job candidates and educational institutions to ensure that employers can find skilled workers. The system partners with Local Workforce Development Boards, the Kansas Board of Regents, and other state agencies. The goal is to help workers receive job-specific training and to help Kansas businesses find the well-trained employees they need.<sup>4</sup> One of the survey comments was that **KANSASWORKS** yields fewer applicants than Craigslist or Facebook, but those applicants were more qualified. Future surveys might include more specific websites and explore more specifics on networking avenues.

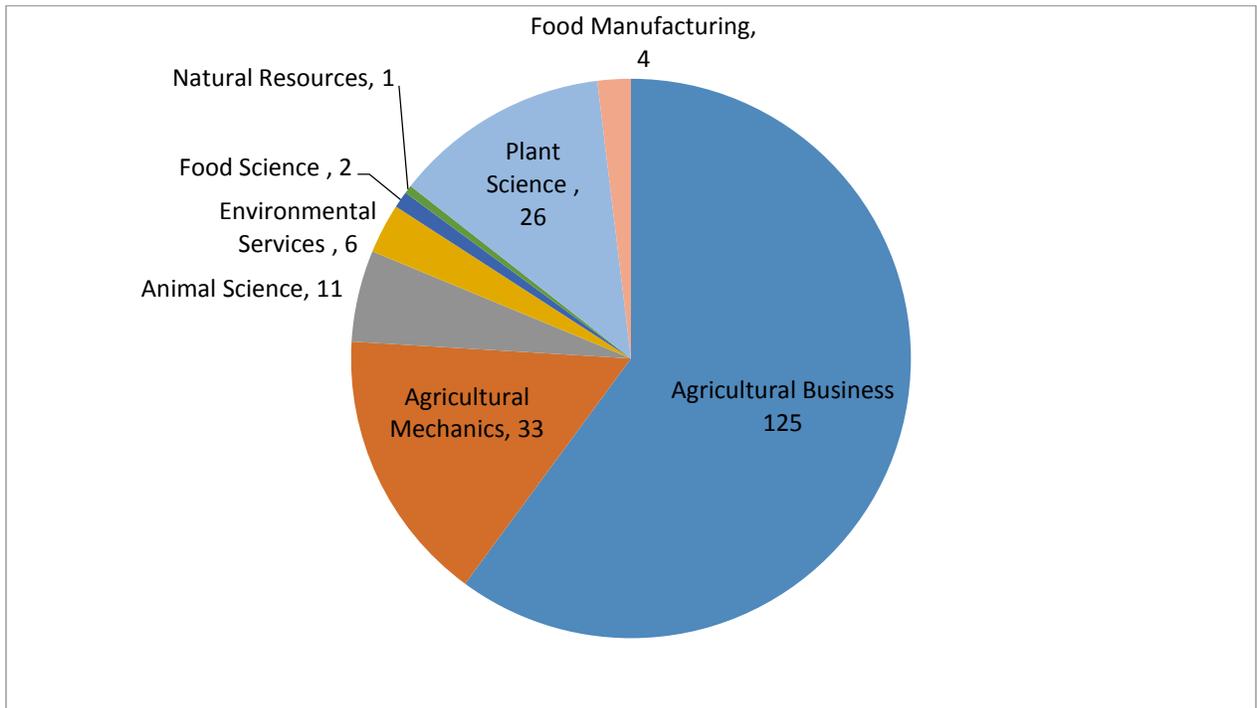
### **Retirements**

One hundred forty-six respondents indicated they have had a total of 162 retirements in the last 12 months. Fifty-one percent of those respondents reported they have employees who are approaching retirement. Nearly 500 retirements will occur within the next five years and 174 of those will occur before 2017. Seventy-one of 75 respondents indicated that employees who were approaching retirement were able to meet the skill requirements of their current position. This question could be eliminated in the future. If they attempted retention efforts at all, most employers offered flexible work schedules or a change in responsibilities to employees who were eligible for retirement. Retirements will affect the agriculture business category more than any other category (Figure 7). Most retirements will lead to the opening of entry-level positions. Over 57% of respondents indicated they will hire new workers and from within the company to fill the positions opened by retirements.

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<sup>4</sup> **KANSASWORKS** description was provided by the Kansas Department of Commerce.

**Figure 7: Positions Affected Due to Retirement**



## **Salary, Insurance and Benefit Information**

More respondents completed hourly wage information than annual salary information. The averages are shown in Table 5. Both average hourly wages and annual salaries increased with the employee's level of education. As anticipated, responses for wages paid to career/community college graduates and trade or technical institution graduates were not significantly different.

Almost half of the respondents, 105 entities, indicated they offered benefits to their full-time and part-time employees. Table 6 details the responses to individual line item benefits offered. Most companies offered insurance, paid leave and bonuses to full-time employees. Over 80% of respondents believe that premium costs for medical insurance will increase. However, although about 60% share those costs with employees, over 70% of employers do not plan on increasing the employees' share of rising premium costs.

Table 7 shows the average cost to the company of an employee's benefit package. Costs vary quite a bit, but most respondents indicate that benefits cost over \$13,000. Several respondents indicated that benefit costs for upper management were significantly higher than for entry-level employees. Offering separate categories to survey respondents might be beneficial in the future.

Most respondents indicated their employees did not have any housing issues and they did not offer retirement/pension plans. Of the companies that do offer retirement/pension plans, most offered a defined contribution plan (Table 8).

## **Chapter 4: Implications and Recommendations**

This report provides a synopsis of the data provided from the first workforce survey. The data shows there are numerous specific careers in agriculture that are not currently listed as agricultural occupations. The lack of a skilled workforce with the necessary soft or essential workplace skills continues to be a primary concern of industry leaders. This concern has been conveyed anecdotally to KDA personnel, and the survey results reinforce the importance of this issue. KDA personnel are currently collaborating with the Kansas Department of Commerce on employee training programs. In conjunction with the Kansas State Department of Education (KSDE) Career and Technical Education Consultants, KDA personnel plan to work to ensure that students are exposed to the soft and hard technical skills provided by local continuing technical education (CTE) programs and their student organizations. Currently, one of the major roles of KDA in the workforce arena is to help employers find or develop appropriate training programs for their needs; the survey results support the importance of this role. KDA will continue to work with industry and education to develop internships and job shadowing opportunities, so future employees can explore the wide variety of careers that are currently available in agriculture.

Results from the survey of agribusiness employers provided much insight by identifying those soft skills that are critical to the agribusiness industry and that influence the quality of labor demanded. From the results, it is evident that one of the challenges that must be faced in the agribusiness labor market is the gap between the skills needed by agribusiness employers and the education provided through typical avenues. Employers indicate they are fairly satisfied with the level of technical knowledge of employees. However, the employers were unsatisfied with the professional attitudes demonstrated, noting particular shortcomings in the levels of

communication skills, motivation and dependability. The biggest challenge is meeting the industry's needs for critical thinking skills, leadership/initiative and communication skills in new hires. Workforce limitations were fairly important constraints to agribusiness expansion; however, it was not the most important constraint, labor costs and other reasons ranked higher. The bigger issue is the lack of professional preparation provided by the employee's educational program.

## **Recommendations**

The following are recommendations based on the results of the survey:

1. Explore expanding and downsizing companies beyond the results of survey.  
Forty-four percent of the respondents said they plan to expand within the next three years. This is an opportunity for the agency to ensure entities are provided appropriate materials to assist in their expansion process and will warrant personal contact by the department. There was a small percentage of companies planning to down size. Personal contact will help to define the reason for the decision to downsize.
2. Encourage partnerships with secondary and post-secondary schools.  
Ninety-two of the respondents indicated an interest in offering internships and/or job shadowing, and 84 separate respondents indicated that they currently offer these opportunities. This indicates that new programs need to be started and that the current programs would like some external input. KDA should continue its current efforts in these areas and should consider emphasizing internship programs with secondary and post-secondary schools. Only 29 respondents are currently offering internships to high school students. This is the opportune age, before they have made future educational choices, to expose these individuals to all that the agriculture industry has to offer. As an added benefit, employers can impart the skills that they value on these interns.
3. Evaluate current continuing education programs for their ability to address employer concerns about the skills of the workforce.  
KDA and KSDE should utilize the workforce survey results to evaluate current CTE programs. Given the level of dissatisfaction in employees' motivation, communication, and critical thinking skills expressed by survey respondents, these programs may need to be restructured to more directly address the employers' concerns. Stimulating motivation may require additional research to determine what might motivate current and future employees.
4. Try to get responses in the gap area.  
This is self-explanatory.
5. Conduct this survey again in the future.  
It would be very beneficial to conduct this survey again in three years. Comparing results can be extremely helpful to future planning and evaluation of programs developed from these surveys. Three years should allow enough time for companies to implement the plans that they indicated in this survey. Future surveys will have the benefit of a survey instrument that has been refined from previous comments. For example, the barriers to expansion should be reworded to make the reasons more distinct, and the skills section(s) should be reorganized, possibly into one section.

## Appendix

**Table I. Agriculture, Food and Food Processing Sector Contribution to Overall Kansas Economy**

Impact Type <sup>2</sup>	Employment	% Employment	Total Value Added	% of Gross Regional Product <sup>3</sup>	Output <sup>5</sup>	% of Gross Regional Product
Direct Effect	126,652.4	7%	11,778,767,228.0	8%	46,227,283,403.8	32%
Indirect Effect	53,338.5	3%	5,233,795,881.6	4%	10,164,713,133.0	7%
Induced Effect	49,943.1	3%	3,612,106,737.5	2%	6,397,867,936.1	4%
<b>Total Effect</b>	<b>229,934.1</b>	<b>12%</b>	<b>20,624,669,847.1</b>	<b>14%</b>	<b>62,789,864,472.9</b>	<b>43%</b>

**Table II. Agriculture, Food and Food Processing Employment and Output by Industry**

<b>Description</b>	<b>Employment</b>	<b>Output</b>
Oilseed farming	1,090.99	1,618,008,056.64
Grain farming	15,241.89	5,227,527,832.03
Vegetable and melon farming	118.44	17,112,375.26
Tree nut farming	53.41	9,828,842.16
Greenhouse, nursery and floriculture production	664.64	59,028,629.30
Cotton farming	69.78	18,014,005.66
All other crop farming	10,901.54	1,098,793,823.24
Beef cattle ranching and farming, including feedlots and dual-purpose ranching and farming	25,112.39	7,772,995,117.19
Dairy cattle and milk production	3,458.73	592,263,977.05
Poultry and egg production	193.36	67,267,784.12
Animal production, except cattle and poultry and eggs	6,118.51	638,407,470.70
Commercial logging	160.39	10,346,955.30
Commercial hunting and trapping	329.48	15,063,951.49
Other chemical and fertilizer mineral mining	130.93	42,958,221.44
Dog and cat food manufacturing	2,020.50	2,533,357,421.88
Other animal food manufacturing	1,286.62	1,898,629,394.53
Flour milling	823.77	1,235,386,840.82
Malt manufacturing	11.46	19,028,564.45
Wet corn milling	28.15	61,801,460.27
Soybean and other oilseed processing	181.44	915,912,170.41
Fats and oils refining and blending	275.09	553,899,658.20
Breakfast cereal manufacturing	73.38	63,147,583.01
Nonchocolate confectionery manufacturing	2.86	1,729,911.57
Chocolate and confectionery manufacturing from cacao beans	2.62	2,783,461.81
Confectionery manufacturing from purchased chocolate	1,316.64	437,031,707.76
Frozen fruits, juices and vegetables manufacturing	15.54	6,797,537.33
Frozen specialties manufacturing	1,553.53	495,896,026.61
Canned fruits and vegetables manufacturing	135.62	65,912,231.45
Canned specialties	26.12	19,543,615.34
Dehydrated food products manufacturing	28.39	11,863,769.53
Fluid milk manufacturing	327.21	244,853,317.26
Dry, condensed and evaporated dairy product manufacturing	7.17	10,404,884.34
Animal, except poultry, slaughtering	15,362.94	9,145,575,195.31
Meat processed from carcasses	3,436.10	1,616,635,742.19
Rendering and meat byproduct processing	120.29	73,536,170.96
Poultry processing	16.80	4,262,400.15
Bread and bakery product, except frozen, manufacturing	2,748.49	309,600,524.90
Frozen cakes and other pastries manufacturing	124.25	17,202,930.45
Cookie and cracker manufacturing	308.74	110,379,943.85
Dry pasta, mixes and dough manufacturing	232.46	149,482,849.12
Tortilla manufacturing	153.06	31,097,562.79
Roasted nuts and peanut butter manufacturing	28.55	18,121,215.82
Other snack food manufacturing	668.48	458,800,018.31

Coffee and tea manufacturing	45.85	32,811,382.29
Flavoring syrup and concentrate manufacturing	401.73	1,065,095,214.84
Mayonnaise, dressing and sauce manufacturing	56.58	40,518,459.32
Spice and extract manufacturing	583.71	344,503,723.14
All other food manufacturing	1,673.11	566,949,523.93
Bottled and canned soft drinks & water	529.33	418,382,385.25
Breweries	19.19	17,119,314.19
Wineries	54.62	16,336,128.23
Distilleries	17.94	22,519,010.54
Fiber, yarn and thread mills	8.23	2,348,739.62
Sawmills	40.71	9,452,235.22
Paper mills	15.34	9,781,665.80
Paperboard mills	180.35	118,569,282.53
Nitrogenous fertilizer manufacturing	156.55	296,403,808.59
Phosphatic fertilizer manufacturing	6.08	12,294,816.97
Fertilizer mixing	86.26	61,369,575.50
Pesticide and other agricultural chemical manufacturing	54.61	80,340,385.44
Farm machinery and equipment manufacturing	5,645.47	3,382,287,353.52
Lawn and garden equipment manufacturing	698.31	329,078,186.04
Food product machinery manufacturing	537.39	144,219,833.37
All other industrial machinery manufacturing	986.81	249,451,339.72
Veterinary services	5,365.15	326,609,008.79
Landscape and horticultural services	7,973.05	535,717,651.37

**Table III. Importance of Reasons Preventing Expansion**

Table 3. Importance of Reasons Preventing Expansion								
	Most Important	2	3	4	5	Least Important	Not Applicable	Response Total Count
Barriers to entering new markets	6.67%	7.78%	5.56%	14.44%	10.00%	20.00%	35.56%	90
Competition with existing market	10.87%	8.70%	19.57%	20.65%	8.70%	11.96%	19.57%	92
Cost of additional labor (wages and benefits)	26.88%	13.98%	10.75%	10.75%	12.90%	9.68%	15.05%	93
Do not know steps/processes needed to expand	2.20%	2.20%	3.30%	6.59%	5.49%	30.77%	49.45%	91
Expense related to benefits	16.30%	16.30%	16.30%	11.96%	11.96%	11.96%	15.22%	92
Insufficient space at current location/inability to find appropriate	6.52%	5.43%	9.78%	14.13%	11.96%	26.09%	26.09%	92
Lack of available skilled workforce	16.13%	15.05%	12.90%	9.68%	15.05%	13.98%	17.20%	93
Limited access to capital	11.96%	10.87%	6.52%	17.39%	10.87%	19.57%	22.83%	92
No desire to expand	18.28%	9.68%	7.53%	10.75%	9.68%	18.28%	25.81%	93
Planned merger/acquisition or business sale/transfer	0.00%	3.26%	5.43%	7.61%	4.35%	22.83%	56.52%	92
Supply chain limitations	2.17%	2.17%	4.35%	5.43%	13.04%	28.26%	44.57%	92
Tax or regulatory issues	10.87%	17.39%	6.52%	8.70%	5.43%	21.74%	29.35%	92
Uncertainty in current market demands	16.30%	11.96%	10.87%	11.96%	5.43%	22.83%	20.65%	92
*Other	12.20%	0.00%	2.44%	7.32%	2.44%	4.88%	70.73%	41

**Table IV: Top Three Newspapers and Web Sites Used**

	Response Percent	Response Count
<b>Top Newspapers</b>		
High Plains Journal	7.75%	10
Garden City Telegram	5.43%	7
Hutchinson News	4.65%	6
<b>Total Number of Responses</b>		129
<b>Top Web Sites</b>		
Facebook	14.14%	14
Craigslist	10.10%	10
Indeed.com	8.08%	8
<b>Total Number of Responses</b>		99

**Table V: Average Wages / Salary**

	Average Hourly Wage	Response Count	Average Annual Salary	Response Count
High School	\$10.73	84	\$27,845.45	11
Career/Community/Junior College	\$12.68	59	\$31,597.33	15
Trade or Technical Institution	\$13.30	51	\$33,782.86	14
University	\$15.40	32	\$42,181.63	49

**Table VI: Benefit Package Offered to Employees**

	Full-Time Employees		Part-Time Employees	
	Response Percent	Response Count	Response Percent	Response Count
<b>Insurance Coverage</b>				
Medical Insurance	86.87%	86	7.07%	7
Accidental Death and Dismemberment Coverage (AD&D)	59.60%	59	5.05%	5
Dental Coverage	76.77%	76	7.07%	7
Life Insurance	65.66%	65	5.05%	5
Long-Term Disability	46.46%	46	3.03%	3
Prescription Drug Coverage	74.75%	74	4.04%	4
Short-Term Disability	48.48%	48	3.03%	3
Vision Coverage	52.53%	52	4.04%	4
Paid Leave	66.67%	66	7.07%	7
<b>Paid Leave</b>				
Bereavement/Funeral Leave	64.65%	64	9.09%	9
Paid Time Off (PTO)	56.57%	56	7.07%	7
Personal Days/Floating Holidays	56.57%	56	8.08%	8
Sick Leave	60.61%	60	7.07%	7
Training Leave	33.33%	33	8.08%	8
Vacation	82.83%	82	7.07%	7
<b>Additional Benefits</b>				
Bonuses (annual, hiring, holiday, productivity, etc.)	74.75%	74	15.15%	15
Cell Phone Provided and/or Paid	55.56%	55	3.03%	3
Childcare Assistance (reimbursements, on-site centers, etc.)	7.07%	7	1.01%	1
Clothing/Uniform Allowance/Reimbursement	46.46%	46	7.07%	7
Company Vehicle/Mileage Reimbursement	61.62%	61	11.11%	11
Employee Assistance Program	22.22%	22	5.05%	5
Flex Spending Account/Cafeteria Plan	41.41%	41	2.02%	2
Housing or Housing Stipend	11.11%	11	3.03%	3
Laptop	45.45%	45	1.01%	1
Lodging or Temporary Housing	12.12%	12	2.02%	2
Profit Sharing/Stock Options	21.21%	21	3.03%	3
Relocation/Moving Expense	24.24%	24	2.02%	2
Retirement Package	49.49%	49	4.04%	4
Shift Differential Pay (2nd/3rd shift or Weekend)	8.08%	8	3.03%	3
Tuition Assistance/Educational Reimbursements	29.29%	29	3.03%	3
Wellness Program	31.31%	31	5.05%	5
Other	3.03%	3	0.00%	0

**Table VII: Average Annual Benefit Package Cost to the Company, Per Employee**

	Response	
	Percent	Response Count
Under \$1,000	5.43%	5
\$1,000 - \$2,999	11.96%	11
\$3,000 - \$4,999	17.39%	16
\$5,000 - \$6,999	11.96%	11
\$7,000 - \$8,999	11.96%	11
\$9,000 - \$10,999	10.87%	10
\$11,000 - \$12,999	7.61%	7
Over \$13,000	22.83%	21

**Table VIII: Does Your Company Offer a Contribution Plan or Defined Benefit Plan?**

	Response Percentage		Total Number of Responses
	<u>Yes</u>	<u>No</u>	
	Defined Contribution Plan	89.23%	10.77%
Defined Benefit Plan	40.68%	59.32%	59

### Additional Supporting Survey Data.

<b>Employment Status</b>			
	Response Total	Response Average	Response Count
Full-Time Employees	11,828	63.25	187
Part-Time Employees	550	3.16	174
Seasonal/Temporary Employees	838	4.99	168
Full-Time Employee's Hours/Week		39.39	189

<b>Company Vacancies</b>		
	Response Total	Response Percent
Yes	71	35.86%
No	127	64.14%

<b>Number of Current Vacancies by Category</b>			
	Response Total	Response Average	Response Count
Agricultural Business	212	3.75	65
Agricultural Mechanics	215	4.76	59
Animal Science	52	2.64	59
Environmental Services	14	2.00	56
Food Science	11	1.95	58
Natural Resources	1	1.98	57
Plant Science	49	2.09	58
Food Manufacturing	4	1.96	56

<b>Organization's Plan for the Size of Its Workforce Within the Next Three Years</b>		
	Response Percent	Response Count
Expansion	43.46%	83
Downsize	2.62%	5
Remain Stable	53.93%	103

<b>Importance of Reasons for Expanding Workforce</b>								
	Most Important	2	3	4	5	Least Important	Not Applicable	Response Total Count
Changes in tax or regulatory incentives	5.19%	2.60%	11.69%	14.29%	9.09%	24.68%	32.47%	77
Entry into new markets	31.58%	22.37%	13.16%	10.53%	5.26%	7.89%	9.21%	76
Increase share of existing market	38.46%	38.46%	5.13%	3.85%	2.56%	3.85%	7.69%	78
In-sourcing of business operations	3.85%	21.79%	12.82%	10.26%	14.10%	16.67%	20.51%	78
Meet current market demands	30.38%	30.38%	20.25%	10.13%	2.53%	1.27%	5.06%	79
Merger/acquisition	9.09%	9.09%	14.29%	6.49%	7.79%	19.48%	33.77%	77
Opening a new location	16.88%	9.09%	7.79%	11.69%	11.69%	14.29%	28.57%	77
Reduction of overtime	5.19%	7.79%	6.49%	11.69%	14.29%	22.08%	32.47%	77
Other (please list below)	24.24%	0.00%	0.00%	3.03%	0.00%	9.09%	63.64%	33

<b>Number of Positions Expected to Increase by Occupational Categories</b>			
	Response Total	Response Average	Response Count
Agricultural Business	242	3.82	79
Agricultural Mechanics	65	2.26	73
Animal Science	51	2.31	73
Environmental Services	86	2.97	68
Food Science	22	2.15	67
Natural Resources	18	2.15	65
Plant Science	47	2.13	67
Food Manufacturing	0	0.00	0

<b>Importance of Reasons for Reducing Personnel</b>									
	Most Important	2	3	4	5	6	Least Important	Not Applicable	Total Response Count
Business Sale	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	3
Tax Changes	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	2
Closing Location	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	2
Benefits Expenses	50.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2
Market Exit	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	2
Outsourcing	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	3
Smaller Profits	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	2
Smaller Market Share	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	2
Decreased Demand	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%	2
Other (please list below)	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2

<b>Number of Positions Expected to Be Reduced by Occupational Categories</b>			
	Response Total	Response Average	Response Count
Agricultural Business	3	1.75	4
Agricultural Mechanics	0	2.00	3
Animal Science	0	2.00	3
Environmental Services	0	2.00	3
Food Science	0	2.00	3
Natural Resources	0	2.00	2
Plant Science	0	2.00	2
Food Manufacturing	0	0.00	0

Importance of Reasons Preventing Expansion								
	Most Important	2	3	4	5	Least Important	Not Applicable	Response Total Count
Barriers to entering new markets	6.67%	7.78%	5.56%	14.44%	10.00%	20.00%	35.56%	90
Competition with existing market	10.87%	8.70%	19.57%	20.65%	8.70%	11.96%	19.57%	92
Cost of additional labor (wages and benefits)	26.88%	13.98%	10.75%	10.75%	12.90%	9.68%	15.05%	93
Do not know steps/processes needed to expand	2.20%	2.20%	3.30%	6.59%	5.49%	30.77%	49.45%	91
Expense related to benefits	16.30%	16.30%	16.30%	11.96%	11.96%	11.96%	15.22%	92
Insufficient space at current location/inability to find appropriate	6.52%	5.43%	9.78%	14.13%	11.96%	26.09%	26.09%	92
Lack of available skilled workforce	16.13%	15.05%	12.90%	9.68%	15.05%	13.98%	17.20%	93
Limited access to capital	11.96%	10.87%	6.52%	17.39%	10.87%	19.57%	22.83%	92
No desire to expand	18.28%	9.68%	7.53%	10.75%	9.68%	18.28%	25.81%	93
Planned merger/acquisition or business sale/transfer	0.00%	3.26%	5.43%	7.61%	4.35%	22.83%	56.52%	92
Supply chain limitations	2.17%	2.17%	4.35%	5.43%	13.04%	28.26%	44.57%	92
Tax or regulatory issues	10.87%	17.39%	6.52%	8.70%	5.43%	21.74%	29.35%	92
Uncertainty in current market demands	16.30%	11.96%	10.87%	11.96%	5.43%	22.83%	20.65%	92
*Other (please list below)	12.20%	0.00%	2.44%	7.32%	2.44%	4.88%	70.73%	41

<b>Opinions on Applicants for Vacancies</b>						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Response Total Count
In general applicants fulfill the necessary requirements.	5.00%	35.00%	29.38%	25.63%	5.00%	160
Applicants are fulfilling the basic skills (locating information, reading for information, applied mathematics and writing) required for vacant positions.	7.50%	46.25%	28.75%	15.63%	1.88%	160
Applicants are fulfilling the "hard" or occupational skills (technical and know-how skills that apply directly to the job) required for vacant positions.	3.13%	20.63%	33.75%	35.00%	7.50%	160
Applicants are fulfilling the "soft" or interpersonal skills (skills associated with an individual's habits, personality and character) required for vacant positions.	3.14%	27.04%	37.11%	29.56%	3.14%	159
We often have a problem filling positions because applicants are disqualified for failure to pass a background check.	4.43%	18.35%	37.34%	27.22%	12.66%	158
We often have a problem filling positions because applicants are disqualified due to controlled substance testing.	1.89%	13.21%	38.36%	32.70%	13.84%	159

<b>Which Basic Skills Are Applicants Generally Lacking?</b>		
	Response Percent	Response Count
Applied Mathematics	24.35%	56
Written Communication	29.13%	67
Locating Information	14.35%	33
Reading Information	17.39%	40
Other (please fill in the blank below)	14.78%	34

<b>Which "Hard" or Occupational Skills Are Applicants Generally Lacking?</b>		
	Response Percent	Response Count
Basic Computer Literacy	5.43%	31
Critical/Analytical Thinking	13.84%	79
Machine Operation	7.01%	40
Basic Communication/Writing	9.98%	57
General Office Software (word processing, spreadsheets, etc.)	6.65%	38
Project Management	5.60%	32
Computer Software	4.20%	24
Animal Handling	4.38%	25
Welding	2.28%	13
Soil Sampling	1.40%	8
Plant/Pest ID	3.33%	19
Pesticide Handling	2.63%	15
Animal Health	3.68%	21
Maintenance	7.88%	45
Record Keeping	6.30%	36
Landscaping	1.93%	11
Lawn Care	2.10%	12
Grain Handling	1.93%	11
Tractor/Heavy Equipment Operation	6.83%	39
Other	2.63%	15

<b>Which "Soft" or Interpersonal Skills Are Applicants Generally Lacking?</b>		
	Response Percent	Response Count
Communication Skills	15.89%	72
Leadership	14.79%	67
Time Management	17.00%	77
Dependability	16.56%	75
Motivation	19.43%	88
Honesty	5.52%	25
Teamwork	9.49%	43
Other	1.32%	6

<b>Does the Organization Provide Training Opportunities for Its Employees?</b>		
	Response Percent	Response Count
Yes	80.49%	132
No	19.51%	32

<b>Where Does the Organization Send Its Employees to Improve/Upgrade/Expand Their Skills?</b>		
	Response Percent	Response Count
College/University	7.39%	19
In-House	38.52%	99
Trade School	3.89%	10
Online	15.95%	41
Commercial Training Provider	16.73%	43
Employee Self-Directed Training	17.51%	45

<b>Would the Organization Be Interested in Working With Local Education Providers to Set Up a Program for Training Employees</b>		
	Response Percent	Response Count
Yes	66.39%	81
No	33.61%	41

<b>Does the Organization Offer Internships and/or Job Shadowing?</b>		
	Response Percent	Response Count
Yes	52.17%	84
No	47.83%	77

<b>At Which Educational Level Does the Organization Offer Internships/Job Shadowing?</b>		
	Response Percent	Response Count
High School	17.16%	29
Career/Community/Junior College	30.18%	51
Trade or Technical Institution	15.98%	27
University	36.69%	62

<b>Would the Organization be Interested in Offering Internships and/or Job Shadowing?</b>		
	Response Percent	Response Count
Yes	60.93%	92
No	39.07%	59

<b>Does the Organization Give Preference to Applicants Who Have Obtained Certifications or Certificates?</b>		
	Response Percent	Response Count
Yes	59.75%	95
No	40.25%	64

<b>Certifications/Certificates the Organization Gives Preference</b>		
	Response Percent	Response Count
Commercial Driver's License (CDL)	29.69%	57
First Aid	6.25%	12
Artificial Insemination	4.69%	9
Kansas Certified Nurseryman	2.60%	5
Pesticide Applicator	18.75%	36
Certified Crop Adviser (CCA)	10.42%	20
Professional Agronomist (CPAg)	5.21%	10
Agricultural Consultant (CAC)	3.13%	6
Beef Quality Assurance (BQA)	8.33%	16
Pork Quality Assurance (PQA)	0.52%	1
Professional Soil Scientist (CPSS)	0.52%	1
Kansas WORK Ready	3.65%	7
Certified Irrigation Technician (CIT)	2.08%	4
Certified Agriculture Irrigation Specialist (CAIS)	2.08%	4
Certified Irrigation Designer (CID)	2.08%	4

<b>Usefulness of Different Advertising Media</b>						
	Very Useful	Somewhat Useful	Neutral	Not Useful	Do Not Use	Response Count
College/University Career Centers	15.54%	20.95%	11.49%	8.78%	43.24%	148
Internet	31.72%	26.90%	7.59%	2.76%	31.03%	145
AgCareers.com	4.90%	12.59%	16.08%	4.20%	62.24%	143
Local/Regional Newspapers (print media)	9.09%	37.76%	18.18%	9.09%	25.87%	143
Local/Regional Newspapers (electronic media)	6.34%	27.46%	17.61%	9.15%	39.44%	142
Job Fairs	7.75%	21.83%	13.38%	5.63%	51.41%	142
Networking/Word of Mouth	46.62%	35.81%	9.46%	0.00%	8.11%	148
Private Employment Agencies	3.57%	13.57%	17.86%	10.00%	55.00%	140
Radio	6.94%	13.89%	20.14%	7.64%	51.39%	144
Social Media	18.18%	25.87%	17.48%	2.80%	35.66%	143
Television	2.08%	4.86%	15.28%	7.64%	70.14%	144
Trade Publications	5.56%	13.89%	18.06%	4.17%	58.33%	144
Other	4.65%	6.98%	13.95%	0.00%	74.42%	43

<b>Top Three Newspapers and Websites Used</b>		
	Response Percent	Response Count
<b>Top Newspapers:</b>		
High Plains Journal	7.75%	10
Garden City Telegram	5.43%	7
Hutchinson News	4.65%	6
<b>Total Number of Responses</b>		129
<b>Top Websites:</b>		
Facebook	14.14%	14
Craigslist	10.10%	10
Indeed.com	8.08%	8
<b>Total Number of Responses</b>		99

<b>Number of Employees Retired in the Past 12 Months</b>	
Response Total	162
Response Average	1.11
Response Count	146

<b>Do You Have Anyone Who is Approaching Retirement?</b>		
	Response Percentage	Response Count
Yes	51.45%	71
No	48.55%	67

<b>Number of Employees Who Will Become Eligible for Retirement in the Following Years</b>			
	Response Total	Response Average	Response Count
2015	72	1.44	50
2016	102	1.76	58
2017	88	1.60	55
2018	80	1.54	52
2019	72	1.53	47
2020	89	1.89	47

<b>Are Employees Who Are Eligible for Retirement Able to Meet Current Skill Requirements of the Positions They Hold?</b>		
	Response Percentage	Response Count
Yes	94.67%	71
No	5.33%	4

<b>Retention Efforts Currently Used to Keep Employees Eligible for Retirement</b>		
	Response Percent	Response Count
Offer additional training	4.41%	6
Benefits to part-time employees	3.68%	5
Benefits to retirees	9.56%	13
Change in duties/responsibilities	19.12%	26
Flexible work schedules	19.85%	27
Increased wages or bonuses	3.68%	5
More employee recognition	5.15%	7
Seasonal work schedules	11.76%	16
Telecommunicating/working from home	2.21%	3
None	17.65%	24
Other	2.94%	4

<b>Positions Affected Due to Retirement by Occupational Category</b>			
	Response Total	Response Average	Response Count
Agricultural Business	125	2.66	47
Agricultural Mechanics	33	1.83	18
Animal Science	11	1.22	9
Environmental Services	6	2.00	3
Food Science	2	1.00	2
Natural Resources	1	1.00	1
Plant Science	26	1.53	17
Food Manufacturing	4	1.00	4

<b>How Do You Plan to Replace Those Vacant Jobs Due to Retirement?</b>		
	Response Percent	Response Count
Hire new workers	26.67%	20
Promote from within the company	5.33%	4
Both hire new workers and promote from within	57.33%	43
Not currently planning to fill these positions	6.67%	5
Other	4.00%	3

<b>Average Wages/Salary</b>				
	Average Hourly Wage	Response Count	Average Annual Salary	Response Count
High School	\$10.73	84	\$27,845.45	11
Career/Community/Junior College	\$12.68	59	\$31,597.33	15
Trade or Technical Institution	\$13.30	51	\$33,782.86	14
University	\$15.40	32	\$42,181.63	49

<b>Does the Company Offer Benefits to Employees</b>		
	Response Percent	Response Count
Yes	70.47%	105
No	29.53%	44

<b>Benefits Package Offered to Employees</b>				
	Full-Time Employees		Part-Time Employees	
	Response Percent	Response Count	Response Percent	Response Count
<b>Insurance Coverage</b>				
Medical Insurance	86.87%	86	7.07%	7
Accidental Death and Dismemberment Coverage (AD&D)	59.60%	59	5.05%	5
Dental Coverage	76.77%	76	7.07%	7
Life Insurance	65.66%	65	5.05%	5
Long-Term Disability	46.46%	46	3.03%	3
Prescription Drug Coverage	74.75%	74	4.04%	4
Short-Term Disability	48.48%	48	3.03%	3
Vision Coverage	52.53%	52	4.04%	4
Paid Leave	66.67%	66	7.07%	7
<b>Paid Leave</b>				
Bereavement/Funeral Leave	64.65%	64	9.09%	9
Paid Time Off (PTO)	56.57%	56	7.07%	7
Personal Days/Floating Holidays	56.57%	56	8.08%	8
Sick Leave	60.61%	60	7.07%	7
Training Leave	33.33%	33	8.08%	8
Vacation	82.83%	82	7.07%	7
<b>Additional Benefits</b>				
Bonuses (annual, hiring, holiday, productivity, etc.)	74.75%	74	15.15%	15
Cell Phone Provided and/or Paid	55.56%	55	3.03%	3
Childcare Assistance (reimbursements, on-site centers, etc.)	7.07%	7	1.01%	1
Clothing/Uniform Allowance/Reimbursement	46.46%	46	7.07%	7
Company Vehicle/Mileage Reimbursement	61.62%	61	11.11%	11
Employee Assistance Program	22.22%	22	5.05%	5
Flex Spending Account/Cafeteria Plan	41.41%	41	2.02%	2
Housing or Housing Stipend	11.11%	11	3.03%	3
Laptop	45.45%	45	1.01%	1
Lodging or Temporary Housing	12.12%	12	2.02%	2
Profit Sharing/Stock Options	21.21%	21	3.03%	3
Relocation/Moving Expense	24.24%	24	2.02%	2
Retirement Package	49.49%	49	4.04%	4
Shift Differential Pay (2nd/3rd shift, or Weekend)	8.08%	8	3.03%	3
Tuition Assistance/Educational Reimbursements	29.29%	29	3.03%	3
Wellness Program	31.31%	31	5.05%	5
Other	3.03%	3	0.00%	0

<b>Do You Anticipate an Increase in Premium Costs for Medical Insurance in the Coming Year?</b>		
	Response Percentage	Response Count
Yes	87.37%	83
No	12.63%	12

<b>How are Premium Costs Covered in Your Company?</b>		
	Response Percentage	Response Count
100% Employee Paid	12.50%	12
100% Company Paid	26.04%	25
Shared Cost	61.46%	59

<b>Will You Increase the Percentage of Employee Contributions for Medical Benefits in the Coming Year?</b>		
	Response Percentage	Response Count
Yes	26.67%	24
No	73.33%	66

<b>Average Annual Benefit Package Cost to the Company, Per Employee</b>		
	Response Percent	Response Count
Under \$1,000	5.43%	5
\$1,000 – \$2,999	11.96%	11
\$3,000 – \$4,999	17.39%	16
\$5,000 – \$6,999	11.96%	11
\$7,000 – \$8,999	11.96%	11
\$9,000 – \$10,999	10.87%	10
\$11,000 – \$12,999	7.61%	7
Over \$13,000	22.83%	21

<b>Which of the Following Issues is More Difficult for Your Employees as It Pertains to Housing?</b>		
	Response Percent	Response Count
Number of Available Homes or Units	3.17%	4
Cost/Quality of Available Homes or Units	15.08%	19
Both	30.95%	39
They do not have any housing issues	50.79%	64

<b>Does Your Company Offer a Retirement/Pension Plan to Employees?</b>		
	Response Percentage	Response Count
Yes	48.28%	70
No	51.72%	75

<b>Does Your Company Offer a Contribution Plan or a Defined Benefit Plan?</b>			
	Response Percentage		Total Number of Responses
	Yes	No	
Defined Contribution Plan	89.23%	10.77%	65
Defined Benefit Plan	40.68%	59.32%	59

<b>Would You Like the Results of This Survey E-Mailed to You?</b>		
	Response Percentage	Response Count
Yes	61.67%	74
No	38.33%	46

<b>Would You Like Future Survey Invitations E-Mailed to You?</b>		
	Response Percentage	Response Count
Yes	52.59%	61
No	47.41%	55

City Name	Responses
Alma	2
Atwood	1
Axtell	1
Baldwin City	1
Beaumont	1
Beloit	1
Bertrand	1
Bonner Springs	1
Carbondale	1
Cimarron	2
Clay Center	1
Colby	2
Columbus	2
Dexter	1
Dodge City	1
Easton	1
Edna	1
El Dorado	1
Ellinwood	1
Ellsworth	1
Farlington	1
Fort Scott	2
Fredonia	2
Garden City	4
Gardner	1
Garnett	1
Goodland	2
Grand Island	1
Grandview	1
Great Bend	1
Hays	2
Healy	1
Hesston	2
Hiawatha	2
Holton	1
Howard	1
Hugoton	2
Hutchinson	1
Iuka	1
Junction City	3
King City	1
Kinsley	1
Lawrence	2
Leoti	1

City Name	Responses
Leroy	1
Linn	1
Lost Springs	1
Louisburg	1
Manhattan	3
Marion	1
McPherson	1
Minneapolis	1
Moundridge	1
New Cambria	1
Newton	1
Norcatour	1
Olathe	2
Osborne	2
Ottawa	2
Overland Park	1
Parsons	2
Pittsburg	1
Pratt	2
Prescott	1
Protection	1
Russell	1
St. Francis	1
Satanta	2
Scott City	2
Sharon Springs	1
Shawnee Mission	1
Silver Lake	1
St. John	1
Stafford	1
Sterling	1
Topeka	5
Ulysses	4
Wamego	2
Washington	2
Wathena	1
Wellsville	1
Whitewater	1
Wichita	3
Winfield	1